DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY MANEUVER SUPPORT CENTER AND FORT LEONARD WOOD
FORT LEONARD WOOD, MISSOURI 65473-5000

FLW Regulation   5 August 2003
No   1-201

Administration
ORGANIZATIONAL INSPECTION PROGRAM (OIP)

Summary. This regulation replaces FLW Pam 1-201. FLW Pam 1-201, dated 9 June 2000 is rescinded. This regulation establishes the philosophy, policy, formats, guidance and standardized procedures for the planning, coordination, and execution of the OIP. This regulation also contains information and instructions for the completion and submission of OIP forms, and procedures to update OIP checklists, this regulation, and other administrative OIP documents.

Applicability. This regulation applies to all Army mission and installation management elements of Fort Leonard Wood.

Forms. The forms contained in this regulation can be locally reproduced and are located at the end of this regulation in numerical sequence. OIP Checklists and OIP 1 Forms are not part of this regulation, but their use and maintenance are addressed.

Suggested Improvements. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through command channels to Commander, United States Army Maneuver Support Center and Fort Leonard Wood (MANSCEN & FLW), ATTN: ATZT-IG, Fort Leonard Wood, Missouri 65473-8932.

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FOR THE COMMANDER:

JEFFREY J. DORKO
Colonel, GS
Chief of Staff

KATHLEEN KERNS
Director, Information
   Management

DISTRIBUTION:
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*This regulation replaces FLW Pam 1-201, 9 June 2000.

1-1. Purpose. This regulation provides the policy, guidance, and standardized procedures for the planning, preparation, coordination, and execution of the Fort Leonard Wood (FLW) Organizational Inspection Program (OIP).

1-2. References and Forms. Appendix A lists all required and related references and prescribed and referenced forms, including all OIP 1 Forms and OIP Checklists.

1-3. Explanation of Abbreviations and Terms.

   a. Local abbreviations used in this regulation are defined in the glossary.

   b. Terms and Concepts.

      (1) OIP. The Organizational Inspection Program is a commander's program. It is a comprehensive, written plan that addresses all inspections and audits conducted by the command and its subordinate elements as well as those inspections and audits scheduled by outside agencies. The purpose of the OIP is to coordinate inspections and audits into a single, cohesive program focused on command objectives. The three major objectives of the program are to reduce disruption of training and other important activities, to reinforce established inspection standards, and to teach and train those found deficient.

      (2) Categories of Inspections. There are three categories of inspections: Command, Staff, and IG. All are elements of a commander's OIP. Each is defined in detail in Army Regulation (AR) 1-201.

      (3) Types of Inspections. There are three types of inspections: General, Special, and Follow-up.

      (a) General. A general inspection is normally an organizational inspection. It is broad in scope and is unit oriented, considering all aspects of an organization or activity. It is focused on the unit's overall ability to accomplish its missions. Normally, command inspections are general inspections. A specific mandatory example is the Initial Command Inspection (ICI), detailed in AR 1-201.

      (b) Special. Special inspections are functional inspections, focused on a particular area, program, system, problem or issue, or a group of related problems or procedures. The scope of a special inspection is relatively narrow and focused, unlike a general inspection. Inspectors General normally conduct special inspections. Staff inspections are also typically special inspections.

      (4) Inspectors General (IG) are prohibited from participating in or leading a command or staff inspection (AR 20-1, para 2-6 a (1) and 6-3 l), other than an inspection of subordinate command IGs.

      (5) Major Subordinate Activity (MSA). Refers to the United States Army Engineer (USAES), Chemical (USACMLS), and Military Police (USAMPS) Schools.

      (6) Major Subordinate Command (MSC). Refers to Garrison Command, 3d Training Brigade, and the MANSCEN NCO Academy (NCOA). For the purpose of the OIP, the Garrison Command includes the MANSCEN Directorates – Directorate of Common Leader Training (DCLT), Directorate of Combat Developments (DCD), and Directorate of Training Developments (DOTD) in addition to all directorates with personnel assigned to the Headquarters (HQ) Company, MANSCEN.

      (7) OIP 1 Forms are used by commanders/ commandants and staff as an administrative tool to address inspection needs, recommend or approve areas for inspection, and to identify the most current assessments.

1-4. Responsibilities.

   a. Commanding General (CG).

      (1) Directs Staff Inspections (SI) of the MSC's. Chairs the inbrief/outbrief for these inspections.

      (2) Includes in his Annual Command Training Guidance, in accordance with AR 1-201, the following specific guidance about the installation level OIP:

      (a) The CG/Commandant level OIP inspection schedule.
      (b) Inspection goals.
      (c) Inspection priorities.
      (d) IG inspections and schedule.
      (e) Annual IG assessment of the installation OIP program.
      (f) Annual IG responsibility for the intelligence oversight inspection.
      (g) As necessary, OIP special areas of interest.

   b. Assistant Commandant, USAES.

      (1) Conducts OIP of the USAES and 1st Engineer Brigade. Approves scope of the MSA OIP.

      (2) Selects Project Officer from USAES to coordinate the OIP of USAES and 1st Engineer Brigade.

      (3) Receives the OIP inbrief and outbrief for USAES and the 1st Engineer Brigade.

      (4) Provides special interest OIP results, if any, to the CG.

   c. Commandant, USACMLS.

      (1) Conducts OIP of the USACMLS and 3d Chemical Brigade. Approves scope of the MSA OIP.

      (2) Selects Project Officer from USACMLS to coordinate the OIP of USACMLS and 3d Chemical Brigade.

      (3) Receives the OIP inbrief and outbrief for USACMLS and the 3d Chemical Brigade.

      (4) Provides special interest OIP results, if any, to the CG.

   d. Commandant, USAMPS.

      (1) Conducts OIP of USAMPS and 14th Military Police Brigade. Approves scope of the MSA OIP.

      (2) Selects Project Officer from USAMPS to coordinate the OIP of USAMPS and 14th Military Police Brigade.

      (3) Receives the OIP inbrief and outbrief for USAMPS and the 14th Military Police Brigade.

      (4) Provides special interest OIP results, if any, to the CG.

   e. MANSCEN Chief of Staff (CofS).

(1) Provides mission staff support to OIP inspections at all levels, as necessary.

(2) During the CG's absence, chairs the in/outbriefs for the MSCs.

f. Garrison Commander.

(1) Provides installation staff support to OIP inspections at all levels, as necessary.

(2) Coordinates with MANSCEN directors to ensure the OIP includes their organizations.

g. Mission/Installation Staff Directors.

(1) Coordinate the execution of OIP inspections with the Chief of Staff/Garrison Commander, as appropriate.

(2) Keep respective OIP 1 Forms and checklists current. As a minimum, review each form and checklist annually. Coordinate all changes through the IG Office.

(3) Identify one individual as the point of contact (POC) within the directorate to coordinate OIP inspections. Provide the POC information to both the G-3/DPTM and the IG office, and update as necessary.

(4) Provide qualified inspectors. Inspectors will be technically qualified, experienced, and have insight in the area inspected; must be considered a subject matter expert and be an E-6 or GS-7 or above.

h. Mission/Installation Inspectors.

(1) Will attend IG-executed certification training prior to participating in inspections (required for installation inspectors, recommended for subordinate organization inspectors).

(2) Participate in planning, coordination, root cause, rehearsals, and in/outbriefs as designated by the G-3/DPTM and the IG. Make recommendations about potential inspection areas, including those that do not need to be inspected. Inspectors will complete written findings in accordance with Appendices B and C.

(3) Conduct other required staff inspections. To reduce redundancy, inspectors will not inspect areas within 60 days of a scheduled OIP window unless a regulatory requirement or special situation dictates. However, inspectors may execute Staff Assistance Visits during that period.

(4) As part of each inspection, will identify the root cause of issues, identify recommendations for addressing issues, and teach/train as required (all inspectors).

(5) Notify commanders or their designated representative of "Untrained" results immediately. As a minimum, appropriate commanders include the commander of the unit being inspected and the commander of the inspecting unit.

(6) Provide copies of inspection results to the inspected unit commander after completion of the inspection and prior to the outbrief. As well, provide copies of inspection results to the G-3/DPTM IAW the specified OIP schedule.

i. Inspector General.

(1) Is the proponent for inspection policy. The IG is responsible for monitoring the overall execution of the OIP on the installation.

(2) Trains and certifies installation inspectors on the conduct of inspections.

(3) Trains staff officers/NCOs on the OIP as requested by commanders.

(4) Reviews OIP results to validate the inspection process, identify trends, and assess OIP effectiveness.

(5) Facilitates the inbrief and outbrief for each CG/Commandant OIP inspection.

(6) Reviews all findings with inspectors to ensure that the root cause and recommendation for findings are appropriate.

(7) Reviews all requests to change this regulation, the OIP checklists or the OIP 1 Forms.

(8) Conducts special inspections at the direction of the Commanding General.

j. G-3/Directorate of Plans, Training, and Mobilization (DPTM).

(1) Coordinates installation command and staff inspections conducted by the CG/Chief of Staff. Tasks installation staff to assist school commandants and brigade/battalion commanders in executing their command/staff inspections.

(2) Ensures CG/Commandant command and staff inspections are included on the installation's Master Training Calendar and briefs the OIP short-range calendar monthly during training summits.

(3) Conducts coordination meetings with the installation inspectors to develop areas of concern and proposed areas or programs to be inspected during the CG's OIPs. Combines inspector's recommendations for areas or programs to be inspected with input from the MSC Commanders, and forwards to the CG for approval of the scope.

(4) Conducts IPRs as necessary during CG OIPs.

(5) Ensures that the results from the installation-level OIPs are provided to the appropriate commander and the Inspector General NLT 2 days prior to the outbrief. The IG will utilize these results to identify systemic issues or trends, and to validate the inspection process.

2-1. Organizational Inspection Program. Figures 1-3 provide a visual portrayal of the OIP process for battalion, brigade, and CG/ Commandant OIPs as outlined in AR 1-201.

BATTALION OIP

EXTERNAL INSPECTIONS, AUDITS, STAFF ASSISTANCE VISITS

COMMAND INSPECTION

STAFF INSPECTION

INITIAL COMMAND INSPECTION

SUBSEQUENT COMMAND INSPECTION

GENERAL SPECIAL FOLLOW-UP

SPECIAL

FOLLOW-UP

REPORTS TO CO CDR ONLY

COMPLIANCE

REPORTS TO COMMANDERS & STAFF

COMPLIANCE

REPORTS TO COMMANDERS & STAFF

Figure 1. Battalion OIP

BRIGADE OIP

EXTERNAL INSPECTIONS, AUDITS, STAFF ASSISTANCE VISITS

COMMAND INSPECTION

STAFF INSPECTION

GENERAL SPECIAL

FOLLOW-UP

SPECIAL

FOLLOW-UP

COMPLIANCE

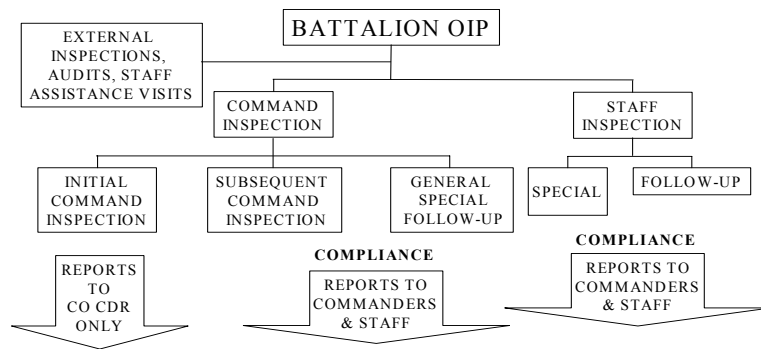REPORTS TO COMMANDER'S & STAFF

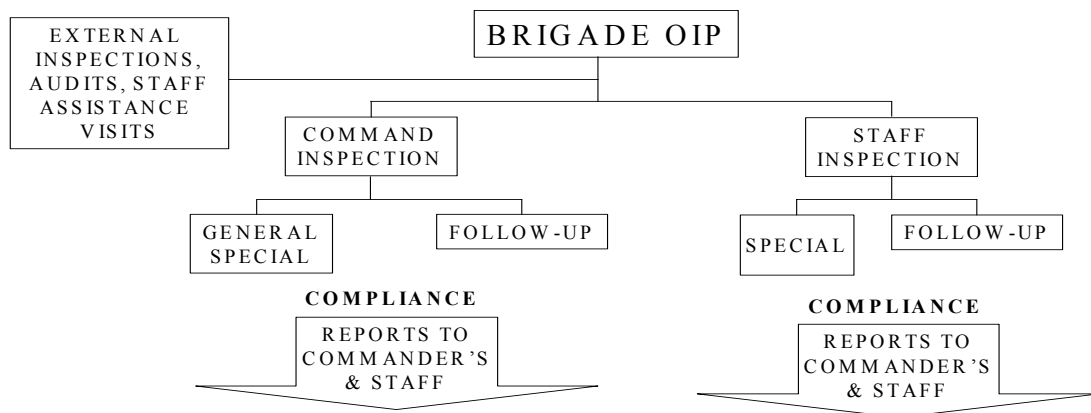**COMPLIANCE**

REPORTS TO COMMANDER'S & STAFF
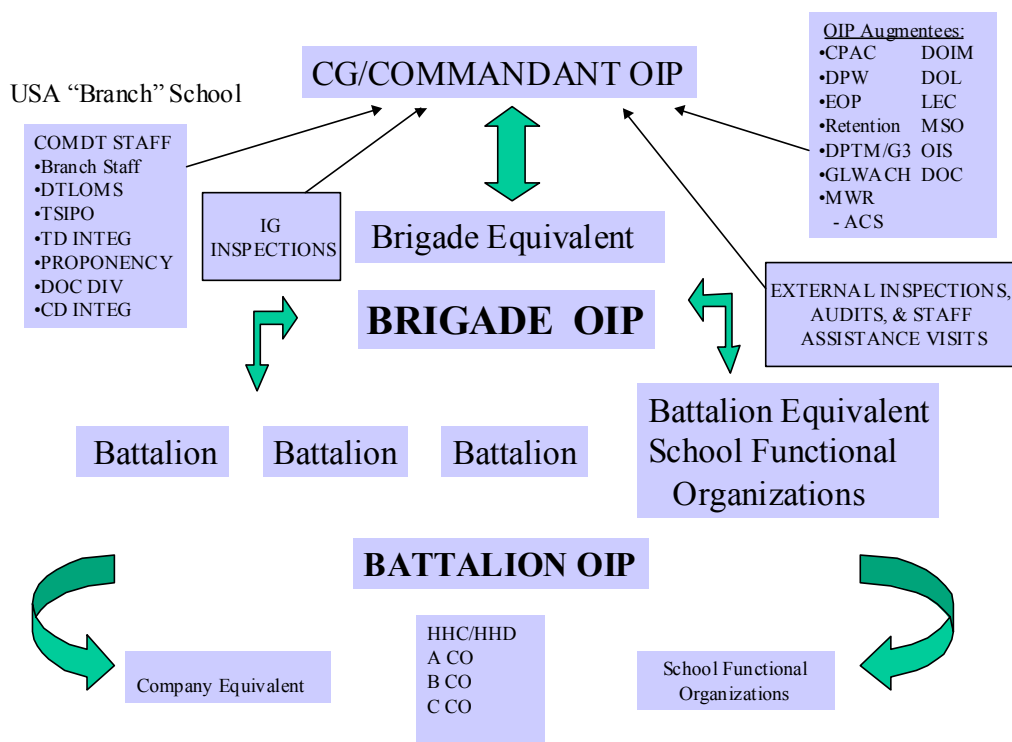
Figure 2. Brigade OIP

Figure 3. CG/Commandant OIP

a. The MANSCEN OIP mirrors the guidance presented in AR 1-201. The battalion OIP is the building block for the program, with the brigade and CG/Commandant OIPs building on and complementing that basic structure. As well, the principles of Army inspections, outlined in section 2-2 of AR 1-201, guide commanders in the development and execution of their programs.

b. Planning Guidance.

(1) OIP Scheduling. CG/Commandant's OIP inspections are conducted annually in a timeframe designated in the CG's Annual Command Training Guidance. Commanders at battalion and brigade levels determine the appropriate timeframes for execution of their OIP inspections in coordination with their higher headquarters. Development of the OIP schedule may include a specified time frame in which the bulk of inspections are completed, like the CG/Commandant's OIP. Conversely, commanders may develop a schedule that is more evenly distributed, with inspections spread over the entire year, or they may utilize a combination of the two methods.

(2) Scope. The inspecting commander or commandant determines the scope of inspections after considering assessments by his/her staff, installation/higher headquarters inspectors/subject matter experts, external inspections, and subordinate commanders. All inspections that occur in a command, whether internally or externally generated or executed are part of the commander's OIP. Commanders determine the need to inspect individual areas/units within their command. Commanders are not

required to perform a specific number or type of inspection in any area except those that are mandatory inspections (see paragraph 5 for a more detailed explanation).

(3) OIP 1 Forms. The OIP 1 Forms were developed to assist commanders in the planning and execution of their programs. They also exist as a record of assessments. These forms are listed in Appendix A with instructions for use in Appendix C. They are located in Formflow.

(a) The OIP 1 Form is a matrix of subject areas listed by staff proponent. These subject areas have corresponding inspection checklists developed by the installation staff proponents but are not inclusive of all areas subject to inspection. Commanders/commandants and staff use the OIP 1 Form to maintain a current assessment of each unit inspected by subject area. The current assessment is based on previous installation proponent inspections, as well as other staff inspections, staff assistance visits, and commander's assessments that have been conducted in the interim.

(b) Commanders and commandants also use the OIP 1 Form to define the scope of their programs, to support scheduling of installation inspectors, and synchronization of inspections.

(4) Inspection scheduling.

(a) Installation Staff Inspectors. Except for CG/Commandant OIP annual inspections, commanders can coordinate directly with installation staff proponents to

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support battalion and brigade inspection needs. As well, battalion and brigade commanders may utilize the OIP 1 Form to coordinate inspectors/inspections as part of their OIP. For CG/Commandant annual OIP inspections, all installation staff inspections must be coordinated through the G-3/DPTM using the OIP 1 Forms. After coordination with the inspecting staff, the CG/Commandant may adjust the scope of the inspection based on their input.

(b) Battalion/Brigade/Schoolhouse Staff Inspectors. Specific procedures to schedule inspectors below the installation level reside with the owning commander.

c. CG/Commandant OIP Execution Process. The execution of the CG's and Commandants' OIP is nearly identical. This section defines the process, identifying specific differences between the two.

(1) The CG does an annual OIP inspection during timeframes designated in his Command Training Guidance for 3rd Training Brigade, Garrison Command, and the MANSCEN NCO Academy.

(2) Commandants execute an annual OIP inspection of their schoolhouses and imbedded brigades during timeframes designated in the CG's Command Training Guidance.

(3) Each OIP inspection will have a project officer. Commandants will appoint a project officer to coordinate their OIP. The G-3/DPTM is designated as the Project Officer for the CG's OIP inspections. The CG/Commandants will provide guidance as necessary to the project officer during the planning and execution process.

(4) Brigade Commanders/NCOA Commandant will do the following: (See appendix C for examples).

(a) Select dates for the inspection within the prescribed quarter (no more than 7 working days). Schedule an inbrief on the initial day of the inspection. Schedule an outbrief no earlier than 10 days after the completion of the inspection to allow time for inspectors to complete findings, validate inspection results, and prepare the outbrief. Coordinate the dates of the inbrief/outbrief with the CG's/CofS's or Commandant's office, as appropriate. The IG will facilitate both the inbrief and outbrief; however, the G-3/DPTM and/or project officer coordinates time, location, attendees, and related administrative details.

(b) Select programs/systems/areas to include in the inspection. Include areas/systems/programs that are mandatory for inspection if those inspections have not yet been accomplished at the appropriate level during the inspection year (see paragraph 5). List these areas on OIP 1 Forms.

(c) Develop the proposed CG/Commandant participation in the inspection.

(d) Complete and provide to the G-3/DPTM or Project Officer the proposed inspection areas and CG/Commandant's participation memo (Appendix C), with the OIP 1 Forms.

(5) The G-3/DPTM or Project Officer will do the following: (See appendix C for examples).

(a) Solicit input from the installation OIP inspectors (subject matter experts) regarding areas/programs to be

inspected. This information is meshed with the areas/programs selected by the brigade commander/ MNCOA Commandant to form the scope of the inspection.

(b) Conduct coordination meetings with the brigade/MNCOA staff and installation inspectors to coordinate the inspection schedule and to identify unit points of contact (POC).

(c) When the OIP 1 Forms are finalized, submit a staffing paper to the CG/Chief of Staff or Commandant for approval. Provide a copy to the Inspector General. The staffing paper to CG/Chief of Staff or Commandant will contain the following: (see appendix C for examples)

Scope of Inspection on the OIP 1 Forms

- Inspection schedule

- Scope and CG/Commandant participation approval memorandum

- Itinerary memo for CG's or Commandant's participation in the OIP (coordinated with the CG's/Commandant's aide or secretary)

(d) Provide a copy of all documents to the appropriate brigade commander/MNCOA commandant when approved by the CG/Commandant.

(e) Provide a copy of the scope (OIP 1 Forms) and schedule to all the inspectors.

(6) The IG will review the inspection plan and provide feedback to the CG or Commandant prior to final approval.

(7) Inspectors will perform their function, incorporating the following guidance:

(a) Utilize OIP checklists in areas that have existing checklists; if no checklist exists, utilize appropriate regulations or standards.

(b) Identify whether areas they inspect meet or violate the standard.

(c) If a standard is not met, determine the root cause of the deficiency, and determine a recommendation to correct the deficiency. Determining the root cause may require significant effort on the part of the inspector, but must be accomplished to successfully execute the inspection task. Finally, write a finding for the deficiency. See Appendices B and C for a guide.

(d) Identify systemic issues across that organization or across the installation.

(e) Identify exceptional performance or systems to share across the installation.

(f) Notify responsible commanders/directors or their representatives immediately upon identifying an area that is "Untrained".

(g) Present inspection results to appropriate commanders/directors or their representatives immediately following the completion of the inspection.

(h) Complete the write-up of the results for the outbrief.

(8) The IG will conduct a review of the inspection results with the inspectors, coordinated by the G-3/DPTM, focusing on "findings" (areas that are violations of a standard). The purpose of this review is to ensure that the final inspection product fulfills the responsibilities of the inspectors. The IG will focus on the identified root cause for each finding and the recommendations to address these deficiencies. As well, the IG will review any systemic issues identified by inspectors and take appropriate measures to address them. This review will occur NLT five working days prior to the scheduled outbrief.

d. Battalion/Brigade OIP. Commanders at battalion and brigade level execute the OIP at their discretion, but in accordance with their individually published OIP guidance.

e. OIP Results. Upon conclusion of the CG's and/or Commandant's OIP, each inspector will prepare an inspection report IAW Appendix C. This report will consist of completed OIP 1 Forms with ratings and findings annotated and a set of briefing slides to present at the outbrief. The final briefing slides (with OIP 1 Form) will be submitted to G-3/DPTM or the Commandant's Project Officer a minimum of three days prior to the scheduled outbrief. The G-3/DPTM or the Commandant's Project Officer will consolidate the briefing slides and OIP 1 Forms into one inspection report to be presented to the CG/Commandant. The G-3/DPTM or project officer will provide a copy of the final inspection results to the Inspector General NLT two days prior to the outbrief.

f. OIP Inspection/Result Disagreements. Unit leaders must address concerns about individual inspection processes and results directly with inspectors and, if necessary, the inspector's chain of command. However, if problems cannot be resolved between an installation director and the unit chain of command with assistance from the G-3/DPTM, the Inspector General is the staff proponent for inspections and will address concerns.

2-2. Miscellaneous OIP subjects.

a. Standards. The entire thrust of the OIP is to ensure that organizations are executing their mission to standard. Inspection standards are published in the form of Army Regulations, Field Manuals, laws, and local policy. Checklists are guides that help identify the standards. Inspectors who find units that are not meeting standards should annotate shortfalls in their findings and make every effort to train unit personnel and correct deficiencies on the spot.

b. OIP Checklists and the "Checklist Syndrome." The compliance checklist is a means for inspectors to rapidly focus their technical knowledge, experience, and insight onto a specific area. Checklists are a useful training reference for soldiers assigned a new area of responsibility. Commanders, subordinate leaders, and inspectors should avoid using checklists as an exclusive means of determining the adequacy of an area. Inspectors must use checklists in conjunction with effective interviews and probing open-ended questions to effectively determine the root cause of deficiencies. By focusing on checklist compliance only, inspectors can fail to address systemic issues that commanders and subordinate leaders can influence. Inspectors may miss reviewing new equipment, systems, or doctrine because they are not covered in a checklist. Checklists are not the only items that can be used for inspections; they should be used in addition to the regulation. Our local OIP checklists are designed to be as

comprehensive as possible, and each task includes the specific reference paragraph or section in the applicable regulation.

c. OIP Checklist Ratings. All OIP checklists will use the T, P, and U system of evaluation following the listed FLW standards unless an established Department of Defense (DoD), DA, or United States Army Training and Doctrine Command (TRADOC) standard supercedes the local definition on specific checklists. The trained (T), needs practice (P), and untrained (U) ratings are for the overall area of inspection. Tasks and sub-tasks within the OIP checklists will use the GO/NO-GO system of evaluation, following the listed FLW standards unless an established DoD, DA, or TRADOC standard supercedes the local definition on specific checklists. There will be no overall ratings for a unit. Each area inspected will stand on its own merit. Definitions are listed below:

(1) Trained (T) – 90 percent success rate of evaluated tasks appropriate for the level of the organization, with no failed critical tasks.

(2) Needs Practice (P) – 70 percent success rate of evaluated tasks appropriate for the level of the organization, with no failed critical tasks.

(3) Untrained (U) – less than 70 percent success rate of evaluated tasks appropriate for the level of the organization, or at least one failed critical task.

(4) GO (Non-critical task) – 90 percent success rate of evaluated sub-tasks appropriate for the level of the organization.

(5) GO (Critical task) – 100 percent success rate of evaluated sub-tasks appropriate for the level of the organization.

(6) NO GO – Less than 90 percent success rate on non-critical sub-tasks and less than 100 percent success rate on critical sub-tasks.

(7) "On-the-spot" corrections. An "on-the-spot" correction is a deficiency that is brought to standard within 24 hours of detection. This correction will be recorded both as a NO GO and a GO on the checklist and will have comments in the remarks block identifying who made the correction and when it was made. The rating of T, P, and U cannot increase more than one rating for non-critical tasks. The rating will not change for a critical task, even if the correction is made within the 24-hour period. Inspectors are not obligated to re-inspect and will do so only as time and resources allow. Proper use of "on-the-spot" corrections is a useful teach and train method. Improper use of the "on-the-spot" correction can mislead a commander into believing he or she does not have a problem when one truly exists.

(8) Commendable. Inspectors can designate individuals who achieve a 100 percent success rate in a given area and/or the best within the organization/post in that area and/or have done something that is significantly better than anyone else in the evaluated area as "commendable." Inspectors may also recognize outstanding effort of an individual, even if the area has not achieved a "T" rating. In this case, the individual is "deserving of recognition" rather than "commendable."

2-3. Mandatory Inspection Areas. All mandatory areas have been annotated on the OIP 1 Form with an "M" in the

to-be-inspected (TBI) block and must be inspected annually (or as noted). Required inspections can occur at any time and at any level of the OIP. Commanders are not required to inspect the same unit in a mandatory area at more than one level of the OIP, although they do have that option. Note that a mandatory inspection at company level, for example, must be done for every company in the organization at some time during the identified period. In a brigade with 15 companies, for example, commanders could include five of those during Initial Command Inspections, four more during other battalion level inspections, two from external agency inspections, two during the brigade level inspection, and the last two during the commandant's inspection. Initial Command Inspections for company-sized units are mandatory as well. Listed below are those areas that are mandatory.

a. Directorate of Morale, Welfare and Recreation (DMWR)

(1) Utilization of Bio-testing and Procedures - annually IAW AR 600-85

(2) Alcohol and Drug Education Awareness - annually IAW AR 600-85

(3) Commander's Referral Responsibilities - annually IAW AR 600-85

(4) Commander's Knowledge and Administration of Unit Alcohol and Drug Program - annually IAW AR 600-85

b. Installation Retention Office. Retention program - quarterly IAW AR 601-280 for brigade, battalion, and company level

c. Directorate of Logistics (DOL). Command Supply Discipline Program, MSA/Brigade and Property Book Officer (PBO) - annually. MSA/Brigades must inspect battalion semiannually, and battalion to company semiannually.

d. MANSCEN Safety Office. All areas and operations of each workplace, including office operations, shall be inspected at least annually. More frequent inspections shall be conducted in all workplaces where there is an increased risk of accident, injury, or illness due to the nature of the work performed. Brigades and battalions will conduct an OIP inspection of their subordinate command under them and no lower. The MANSCEN Safety Office will conduct a program evaluation of the brigade and inspect all the documents that show that mandatory inspections were conducted. The CG-/Commandant-level inspection will not include facility or workplace inspections.

e. MEDDAC

(1) Immunizations - annually IAW AR 40-562

(2) HIV - biennially IAW AR 600-110

(3) Hearing Conservation - annually IAW DA Pam 40-501

f. LEC

(1) Physical Security of Arms Rooms - annually

(2) Physical Security of Non-Arms Room - biannual IAW AR 190-13.

(3) Key Control

(4) Security Control

(5) Intrusion Detection System (IDS)

(6) Vehicle Security

(7) Security of Privately-owned weapons

g. OIS. Information/Personnel Security - continuous, will be annual IAW AR 380-5 and AR 380-67.

h. G-3/DPTM. Anti-Terrorism/Force Protection (AT/FP).

i. Directorate of Public Works. Environmental inspections at all levels.

2-4. Revision of FLW OIP Checklists and OIP-1 Forms. The update process for OIP checklists and OIP-1 Forms is designed to be simple and streamlined. Checklist and OIP-1 Form staff proponents have the responsibility to update these documents as necessary and must review them annually. To update a these documents, use the following procedure:

a. Identify a possible change. Anyone can inform the staff proponent of a needed change to an OIP checklist or OIP-1 Form.

b. Review the proposed change. The staff proponent, using internal organizational procedures, reviews the proposed change.

c. Process the change.

(1) The staff proponent, using either an email or a memo, forwards the change to the IG office, inspections branch.

(2) The IG office reviews the proposed change.

(3) The IG office forwards the change via email to the publications branch of Directorate of Information Management (DOIM), and provides a copy of the email to the MANSCEN Chief of Staff.

(4) The publications branch, DOIM, updates the checklist or OIP-1 Form, rescans the checklist into portable document format (PDF) format, and replaces the old version with the new version on the website, or updates the Formflow version of the OIP-1 Form.

Appendix A
REFERENCES AND FORMS

Section I. Required publications.

   a. AR 1-201, Army Inspection Policy. Cited throughout.

   b. AR 20-1, Inspector General Activities and Procedures.
Cited in paragraph 1-3b(2).

Section II. Related publications.

   a. AR 40-501, Standards of Medical Fitness.

   b. AR 40-562, Immunizations and Chemoprophylaxis.

   c. AR 190-11, Physical Security of Arms, Ammunition and
Explosives.

   d. AR 190-13, The Army Physical Security Program.

   e. AR 190-51, Security of Unclassified Army Property
(Sensitive and Nonsensitive).

   f. AR 380-5, Department of the Army Information Security
Program.

   g. AR 380-19, Information Systems Security.

   h. AR 380-67, The Department of the Army Personnel Security
Program.

   i. AR 600-20, Army Command Policy.

   j. AR 600-85, Alcohol and Drug Abuse Prevention and Control
Program.

   k. AR 600-110, Identification, Surveillance, and Administration
of Personnel Infected with Human Immunodeficiency Virus (HIV).

   l. AR 601-280, Army Retention Program.

   m. Manual for Courts-Martial, United States, 2002.

Section III. Prescribed Forms. None.

Section IV. Referenced Forms.

   a. FLW Form 2000-1, DOC OIP 1, Inspected Unit
Coordination.

       (1) FLW Form 2000-1-1, DOC – IMPAC Credit Card
Review

   b. FLW Form 2000-2, DPTM OIP 1, Inspected Unit
Coordination.

     (1) FLW Form 2000-2-1, DPTM – Ammunition
Management
     (2) FLW Form 2000-2-2, DPTM – Anti-Terrorism/
Force Protection
     (3) FLW Form 2000-2-3, DPTM – NBC (FORSCOM
Units Only)
     (4) FLW Form 2000-2-4, DPTM – Training
Management

   c. FLW Form 2000-3, MILPO OIP 1, Inspected Unit
Coordination.

     (1) FLW Form 2000-3-1, MILPO – AHRS Processing
Procedures
     (2) FLW Form 2000-3-2, MILPO – Military Awards
     (3) FLW Form 2000-3-3, MILPO – AWOL/DFR
Actions

     (4) FLW Form 2000-3-4, MILPO – Enlisted
Promotions
     (5) FLW Form 2000-3-5, MILPO – Enlisted Soldier
Utilization
     (6) FLW Form 2000-3-6, MILPO – Suspension of
Favorable Personnel Actions (FLAG)
     (7) FLW Form 2000-3-7, MILPO – Leaves and Passes
     (8) FLW Form 2000-3-8, MILPO – Noncommissioned
Officer Evaluation Reporting System
     (9) FLW Form 2000-3-9, MILPO – Officer Evaluation
Reports
     (10) FLW Form 2000-3-10, MILPO – Orders
     (11) FLW Form 2000-3-11, MILPO – Personnel
Reassignment Processing
     (12) FLW Form 2000-3-12, MILPO - Sponsorship

   d. FLW Form 2000-4, DOL OIP 1, Inspected Unit Coordination.

     (1) FLW Form 2000-4-1, DOL – Adjustment for Lost,
Damaged or Destroyed Property
     (2) FLW Form 2000-4-2, DOL – Battalion/Brigade
Maintenance Program
     (3) FLW Form 2000-4-3, DOL – Combat Vehicles
     (4) FLW Form 2000-4-4, DOL – Electronics and
Communications Equipment
     (5) FLW Form 2000-4-5, DOL – Command Supply
Discipline Program
     (6) FLW Form 2000-4-6, DOL – Engineer and Special
Purpose Equipment
     (7) FLW Form 2000-4-7, DOL – Range Outfits/
Heaters
     (8) FLW Form 2000-4-8, DOL – Inventories
     (9) FLW Form 2000-4-9, DOL – MRE Accountability
     (10) FLW Form 2000-4-10, DOL – NBC Equipment
     (11) FLW Form 2000-4-11, DOL – Non-Tactical
Vehicles
     (12) FLW Form 2000-4-12, DOL – Organizational
Clothing, Individual Equipment, Personal Clothing
and Absentee File
     (13) FLW Form 2000-4-13, DOL – Prescribed Load List
     (14) FLW Form 2000-4-14, DOL – Property
Accountability
     (15) FLW Form 2000-4-15, DOL – Small Arms
     (16) FLW Form 2000-4-16, DOL – Tactical Vehicle
Maintenance and Inspection
     (17) FLW Form 2000-4-17, DOL – Test, Measurement,
and Diagnostic Equipment (TMDE)
     (18) FLW Form 2000-4-18, DOL – Unit Level Logistics
System (ULLS)
     (19) FLW Form 2000-4-19, DOL – Unit Level
Maintenance Program
     (20) FLW Form 2000-4-20, DOL – Unit Movement
Planning

   e. FLW Form 2000-5, OIS OIP 1, Inspected Unit Coordination.

     (1) FLW Form 2000-5-2, OIS – Information Security
     (2) FLW Form 2000-5-3, OIS – Intelligence Oversight
     (3) FLW Form 2000-5-4, OIS – Personnel Security

   f. FLW Form 2000-6, DOIM OIP 1, Inspected Unit
Coordination.

     (1) FLW Form 2000-6-1, DOIM – Pinpoint publication
Account Management
     (2) FLW Form 2000-6-2, DOIM – Modern Army
Recordkeeping System (MARKS)
     (3) FLW Form 2000-6-3, DOIM – Forms Management
     (4) FLW Form 2000-6-4, DOIM – Meal Card
Management for Book Control Officer (BCO)

       (5)   FLW Form 2000-6-5, DOIM – Meal Card
             Management for Meal Card Control Officers
             (MCCO) and Meal Card Verification Officer
             (MCVO)
       (6)   FLW Form 2000-6-6, DOIM – Meal Card
             Management for Field Exercise and Missed Meals
       (7)   FLW Form 2000-6-7, DOIM – Information
             Assurance

g. FLW Form 2000-7, DPW OIP 1, Inspected Unit
Coordination.

       (1)   FLW Form 2000-7-1, DPW – Program Energy
       (2)   FLW Form 2000-7-2, DPW – Environmental
             Program
       (3)   FLW Form 2000-7-3, DPW – Fire Prevention
             Program (FPP)

h. FLW Form 2000-8, MWR OIP 1, Inspected Unit
Coordination.

       (1)   FLW Form 2000-8-1, MWR – Family Care Plan
             (FCP)
       (2)   FLW Form 2000-8-2, MWR – Alcohol and Drug
             Control Program

i. FLW Form 2000-9, EOP OIP 1, Inspected Unit Coordination.

       FLW Form 2000-9-1, EOP – Equal Opportunity/
       Consideration of Others

j. FLW Form 2000-10, GLWACH OIP 1, Inspected Unit
Coordination.

       (1)   FLW Form 2000-10-1, GLWACH – Barracks
             Sanitation
       (2)   FLW Form 2000-10-2, GLWACH – Combat
             Lifesaver
       (3)   FLW Form 2000-10-3, GLWACH – Dining Facility
             Sanitation
       (4)   FLW Form 2000-10-4, GLWACH – Field Sanitation
             Team
       (5)   FLW Form 2000-10-5, GLWACH – Hearing
             Conservation
       (6)   FLW Form 2000-10-6, GLWACH – HIV
       (7)   FLW Form 2000-10-7, GLWACH – Immunizations

k. FLW Form 2000-11, MSO OIP 1, Inspected Unit
Coordination.

       (1) FLW Form 2000-11-1, MSO – Safety Program

l. FLW Form 2000-12, CPAC OIP 1, Inspected Unit
Coordination.

       (1) FLW Form 2000-12-1, CPAC – Civilian Personnel
       (CIVPERS) Administration

m. FLW Form 2000-13, LEC OIP 1, Inspected Unit
Coordination.

       (1)   FLW Form 2000-13-1, LEC – AA&E
       (2)   FLW Form 2000-13-2, LEC – Non-Arms Room

n. FLW Form 2000-14, REUP OIP 1, Inspected Unit
Coordination.

       (1)   FLW Form 2000-14-1, REUP – TRADOC
             Retention Battalion Inspection
       (2)   FLW Form 2000-14-2, REUP – TRADOC
             Retention Brigade Inspection
       (3)   FLW Form 2000-14-3, REUP – TRADOC
             Retention Unit Inspection

Appendix B
GUIDE TO WRITING FINDINGS

B-1. When an inspector discovers a deficiency, he/she must draft a finding. However, the focus should be on major issues and problems. The commander will use the information in the finding to correct the problem. A finding includes the finding statement, the standard, the root cause, and the recommendation (see Appendix C). If the finding is poorly written, the commander is less likely to take appropriate action. A finding can also recognize outstanding procedures or performance.

B-2. One of the purposes of an inspection is to determine the root cause of problems or issues. The "root cause" is the underlying reason that something occurs, just as a cold is an underlying cause of a runny nose. Commanders can address the symptom, or can address the cause. In most cases, the greatest improvement will come from addressing the cause. In order to write a realistic recommendation to resolve the problem for the commander, the inspector must do a root cause analysis to determine "WHY" the unit is not in compliance with a standard. There are three categories that encompass the "WHY" when a unit is not in compliance with a standard:

   a. They DON'T KNOW how to meet standards. They never knew, forgot, or never got the word. Here the inspector trains unit personnel how to meet standards or recommends specific corrective training.

      (1) Never knew. This is often an indicator of failure of the "system" to get guidance down to the level it is needed.

      (2) Forgot. This is usually a personal problem.

      (3) Task implied. This is often a result of a lack of experience and/or lack of specificity in the guidance.

   b. They CAN'T comply. The resources are scarce, the priority is low, or the task is impossible to achieve. Here the inspector should again teach how to meet standards, and in cases where tasks cannot be accomplished, seek clarification from the chain of command.

      (1) Scarce resources/low priority. This is one of the most common reasons offered for noncompliance, and is often true. Commanders must weigh the relative priority of all resources, including the time a task takes a subordinate to accomplish.

      (2) Don't know how. This means the individual typically knows that a task needs to be accomplished, but does not know how to do it. This is different from "never knew," where the individual didn't even know a task needed to be done.

      (3) Impossibility. Self-explanatory.

   c. They WON'T comply. They disagree with the standard or there is no penalty or reward for not complying. Scarce resources can contribute. Inspectors need to look at the standard and determine if the standard is unrealistic and/or should be changed. Policy guidance may need to be revised/clarified. Write a finding to identify why they will not comply.

      (1) No reward. No incentive exists for success.

      (2) No penalty. Some people only focus on what keeps them out of trouble.

      (3) Disagree. Sometimes, people refuse to comply because they think the requirement is "dumb."   Leaders can seek an exception to policy, attempt to change the rules, or notify higher headquarters that non-compliance exists and why.

B-3. For every finding there must be a recommendation that addresses how the deficiency can be corrected. The recommendation must address the root cause.

THE ROOT CAUSE ANALYSIS MODEL
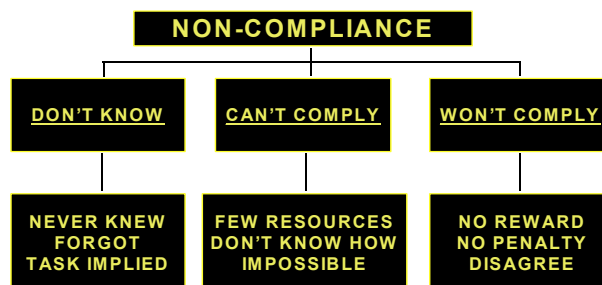
Root Cause Analysis as a Flow Chart

Appendix C
SEQUENCE OF INSPECTION PROCESS
(Documentation)

RECOMMENDED OIP TIMELINE
IN DAYS

NLT 150 DAYS.. BDE CDR/MNCOA COMMANDANT SCHEDULE INSPECTION DATES

NLT 120 DAYS.. CDR/STAFF PREPARES INITIAL OIP-1 FORMS AND PROPOSED CG/ COMMANDANT INVOLVEMENT, AND FORWARDS TO G-3/DPTM OR PROJECT OFFICER (PO) FURNISHES COPY TO IG OFFICE

NLT 115 DAYS..G-3/DPTM OR PO HOSTS COORDINATION MTG WITH INSTALLATION INSPECTORS TO PROVIDE INPUT REGARDING AREAS OF CONCERN

NLT 100 DAYS...G-3/DPTM OR PO FINALIZES OIP-1 FORMS/SCOPE

NLT 90 DAYS.. G-3/DPTM (WITH PO) COORDINATION MEETING WITH INSPECTORS & UNIT REPRESENTIVES TO DEVELOP SCHEDULE FOR INSPECTION

NLT 85 DAYS.. SCOPE AND SCHEDULE COMPLETE

NLT 75 DAYS.. SCOPE AND SCHEDULE TO CG/COMMANDANT

NLT 45 DAYS.. CG/CMDT FINAL APPROVAL OF SCOPE, SCHEDULE AND COMMAND INVOLVEMENT DISTRIBUTED

INSPECTION.. INBRIEF

CONDUCT OF INSPECTION (5 - 7 WORKING DAYS)

+ 5 DAYS...…….. ROOT CAUSE MEETING BETWEEN IG/INSPECTORS

+ 7 DAYS.. FINAL INSPECTION RESULTS FROM INSPECTORS TO G3/DPTM OR PROJECT OFFICER

+ 8 DAYS.. G3/DPTM OR PROJECT OFFICER PROVIDE INSPECTION RESULTS TO CG/COMMANDANT

+ 10 DAYS.. OUTBRIEF

Figure C-1. CG/Commandant OIP Timeline

OFFICE SYMBOL   DATE

MEMORANDUM FOR G-3/DPTM/PROJECT OFFICER

SUBJECT: Proposed OIP inspection areas and CG/Commandant participation in the inspection

1. 100th XXX Brigade is scheduled for the CG/Commandant's OIP inspection during 3rd quarter of this fiscal year.

2. Enclosed are recommended OIP inspection areas as identified on OIP-1 forms.

3. Recommend that the CG/Commandant participate in the inspection process by designating 2 hours to be spent with each battalion commander, who will cover the following topics:

    a. An overview of the battalion OIP program, including Initial Command Inspections, follow-up inspections, and significant results.

    b. Issues currently affecting the unit's ability to execute the assigned mission.

    c. A walk-through of some portion of the battalion area.

4. Specific dates and times for inspections, the CG/Commandant's participation, the inspection inbrief and the inspection outbrief will be coordinated in the future (or "the inspection inbrief and outbrief are scheduled for xxx").

5. The brigade POC is CPT Smith, X-xxxx.

Encl   I. M. LEADER
                                                       COL, XX
                                                       Commanding

Figure C-2. Memo to G-3/DPTM or Project Officer proposing CG/Commandant
involvement and proposed OIP inspection areas

DOL -OIP 1 FORM	INSPECTED UNIT COORDINATION																
	UNIT	HQ-7-10		A-7-10		B-7-10		C-7-10		D-7-10							
	DATE																
MSC/MSA:_____	TIME																
	UNIT	T. Jones		SSG Doe		SFC Guy		SGT Day		1SG Top							
		TBI	IR	TBI	IR	TBI	IR	TBI	IR	TBI	IR	TBI	IR	TBI	IR	TBI	IR	OVERALL
Property Accountability		O		O		O		O		O								
Command Supply Discipline Program		M		M		M		M		M								
OCIE, Personal Clothing, and Absentee Files																		
Adjustment for Lost, Damaged, or Destroyed																		
Prescribed Load List (PLL)																		
Inventories				O		O		O		O								

INSPECTION FINDINGS

UNIT	INSPECTED AREA	INSPECTOR	FINDING / ROOT CAUSE / RECOMMENDATION	REINSPECTION
			Note: Unit/Directorate point of contact will coordinate with the inspectors. See Figure E-5 for inspector's phone numbers. HQ-7-10 Phone Number 596-4567 A-7-10 Phone Number 596-5678 B-7-10 Phone Number 596-6789 C-7-10 Phone Number 596-7890 D-7-10 Phone Number 596-8901	

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LEGEND: TBI-TO BE INSPECTED
T-TRAINED   M-MANDATORY
P-NEEDS PRACTICE   O-INSPECT
U-UNTRAINED   X-NOT TO BE INSPECTED
I-INCOMPLETE   IR-INSPECTION RESULTS

Figure C-3. OIP 1 Form including areas To Be Inspected (TBI).

Commanders/Directors will maintain the current status of units/directorates in the same manner as the unit METL using OIP 1 Forms. NLT 120 days before the OIP window, the commander/director will place a circle on the areas to be inspected (all areas that are mandatory are identified by an "M") by the higher headquarters on each OIP 1 Form and forward them to G-3/DPTM or the Commandant's Project Officer. This is done on each OIP 1 Form.

STAFFING PAPER   Control No. _____

ACTION OFFICER	Command Group Routing

Name

Rank, Last Name of Project Officer or G-3/DPTM

1) [ ]   3) [ ]   5) [ ]

Activity	**Office Symbol**
Unit/Directorate	Unit/Directorate

2) [ ]   4) [ ]   6) [ ]

Phone No.	**Date**	**Task Number**
XXX-XXXX	Date Submitted	

Subject: Proposed Schedule and CG/Commandant Participation in XXX's OIP   **Suspense**

[ ] INFORMATION   [ ] APPROVAL   [ ] SIGNATURE   [ ] INITIALS

1. Purpose. To obtain the CG/Commandant's approval of the OIP schedule and his/her participation in XXX's OIP.

2. Recommendation. That the CG/Commandant sign the directives at Tab A and D.

3. Discussion.

    a. Tab A is the directive that approves the OIP inspection and directs execution.

    b. The inspection plan, including the inspection areas (Tab B - OIP 1 Forms) and schedule (Tab C) have been thoroughly staffed with subordinate commanders, installation inspection area proponents, and the inspector general.

    c. The OIP role and schedule of the CG/Commandant is outlined in the memorandum at Tab D.

    d. The inbriefing will be conducted at time, date-month-year in location x. The outbrief will be conducted at time, date-month-year in location x. The inspector general will facilitate the inbrief and outbrief.

4. Resource impact. As appropriate.

COORDINATION	CHAIN OF COMMAND APPROVAL			ACTION TAKEN				
List installation staff who are inspecting:		Initial	Date					
				CONCUR				
DMWR				APPROVED				
DOL				DISAPPROVED				
DPTM				SEE ME				
etc				NOTED				

FLW Form 1416 (Rev Sep 02) Previous Edition Obsolete

Figure C-4. Staffing Paper to CG/Commandant from G-3/DPTM or Project Officer,
Subject: OIP Schedule/OIP 1 Forms, CG/Commandant Participation

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LETTERHEAD STATIONERY

OFFICE SYMBOL   DATE

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Unit OIP

1. The scope of the inspection is approved. The detailed inspection plan is enclosed.

2. The CG/Commandant will initiate the inspection with an inbriefing, time, date-month-year, location. The installation staff will informally outbrief the Commander/Unit XO, Director/Deputy Director during the course of the inspection. The inspection will conclude date-month-year, followed by a formal outbrief on time, date-month-year.

3. The Commanding General/Commandant intends to meet with you during the course of the inspection. Times and specifics are included as an enclosure.

Encls   CG/Commandant
                                                         Signature Block

DISTRIBUTION:
Chief of Staff
MWR
EBSO
DOIM
DPTM
EOP
ET CETERA

Note: A copy of this memorandum, with scope and schedule of inspection, goes to each inspector's directorate.

Figure C-5. Sample of OIP Directive from CG/Commandant.

LETTERHEAD STATIONERY

OFFICE SYMBOL   DATE

MEMORANDUM FOR Commander/Director, Unit/Directorate, MANSCEN & FLW, Fort Leonard Wood, Missouri 65473-5000

SUBJECT: Agenda - Unit/Directorate Command Inspection

1. I plan to visit your command/directorate during the organizational inspection (time), date-month-year. As a minimum, I expect a briefing on the status of your Organizational Inspection Program (OIP), and will spend about 40 minutes in your unit/directorate area. Specific areas of discussion will be:

   (These are a few examples of areas for discussion)

   a. Your personal role in the inspection of your organization.

   b. How to integrate your program with the installation program.

   c. How you integrate your inspection program into your short- and long-range training plans.

2. You will have an opportunity to discuss topics that concern your command/directorate, with primary focus on areas that require my attention.

3. I will be visiting units at the following times: XX BN, 140800SEP03; XX BN, 150930SEP03

4. I look forward to a straightforward dialogue with you.

                                                   JOHN DOE
                                                   CG/Commandant Rank, USA
                                                   Commanding General/Commandant

NOTE: Specific areas of discussion will be coordinated between unit commander and CG/CMDT Aides.

Figure C-6. Sample of CG/Commandant Participation Memo.

MPC -OIP 1 FORM MSC/MSA:_____	INSPECTED UNIT COORDINATION																
	UNIT	HQ-7-10		A-7-10		B-7-10		C-7-10									
	DATE	XXXXX		XXXXX		XXXXX		XXXXX									
	TIME	XXXX		XXXX		XXXX		XXXX									
	UNIT																
		TBI	IR	TBI	IR	TBI	IR	TBI	IR	TBI	IR	TBI	IR	TBI	IR	TBI	IR	OVERALL
Physical Security		M	T	M	T	M	T	M	T								
Key Control		O	P	O	P	O	P	O	T								
Security Control																	
Vehicle Security																	
Security of Arms Room		M	P	M	T	M	T	M	P								
Key Control																	
J-SIIDS																	
Security Control																	
Security of Privately Owned Weapons																	

INSPECTION FINDINGS

UNIT	INSPECTED AREA	INSPECTOR	FINDING / ROOT CAUSE / RECOMMENDATION	REINSPECTION
HQ7-10	Bldgs XXX & XXX	Mr. Doe	Finding: Key Control procedures are not being followed by battalion SOP. Root Cause: Units don't know the standards. Recommendation: All personnel need to read battalion and company SOPs.	

FLW Form 1107-13-R-E (Rev 1 Mar 95)

LEGEND:
- T-TRAINED
- P-NEEDS PRACTICE
- U-UNTRAINED
- I-INCOMPLETE
- TBI-TO BE INSPECTED
- M-MANDATORY
- O-INSPECT
- X-NOT TO BE INSPECTED
- IR-INSPECTION RESULTS

Figure C-7. OIP 1 Form (Sample of Finalized Inspection Results)

Outbrief slide format is directed by the G-3/DPTM. The G-3/DPTM will provide inspecting organizations with the electronic format on request. In normal circumstances, the slides will follow the following format:

Slide #1: Inspecting Organization (MSO, for example)

Slide #2 (and more as necessary): A listing of areas inspected with results identified by T-P-U

Slide #3 (and more as necessary):

      FINDING: A statement of what the problem is – what specific part of the inspection failed to meet a designated standard. For example, "Key control is not being conducted IAW AR 190-51."

      STANDARD: A statement that defines the specific standard from a/several specific sources.   For example, AR 600-8-22 states, "No preconditions for awards may be established."

      ROOT CAUSE: The "why" of the problem (see Appendix B). Commanders want to treat the cause, not the symptoms of problems. For example, "Can't comply – soldier never attended Armorer's training course, so does not have necessary knowledge."

      RECOMMENDATION: The fix to the problem. Must be directly related to the root cause of the problem, otherwise it does not address the "cause". For example, "Armorer should attend the 40 hour instruction course provided by DOL. The next course meets from 6-10 June 2003."

Slide #4 (and more as necessary): Commendable ratings and individuals deserving of recognition.

Sequence the Finding, Root Cause, and Recommendation slides to match the sequence of the areas inspected in Slide #2.

Figure C-8. Description/format of OIP outbrief slides

Glossary

AR Army Regulation	**HQI** Headquarters
AT/FP Anti-terrorism/Force Protection	**IAW** In accordance with
CG Commanding General	**ICI** Initial Command Inspection
CofS MANSCEN Chief of Staff	**IDS** Instrusion Detection System
CPAC Civilian Personnel Advisory Center	**IG** Inspector General
CSDP Command Supply Discipline Program	**IPR** In-progress Review
DA Department of the Army	**LEC** Law Enforcement Command
DAIG Department of the Army Inspector General	**MANSCEN & FLW** United States Army Maneuver Center And Fort Leonard Wood (Same as MANSCEN)
DCD Directorate of Combat Developments	**MEDDAC** Medical Activity
DCLT Directorate of Common Leader Training	**MILPO** Military Personnel Office
DMWR Directorate of Morale, Welfare, and Recreation	**MNCOA** MANSCEN Noncommissioned Officer Academy
DOC Directorate of Contracting	**MSA** Major Subordinate Activity
DoD Department of Defense	**MSC** Major Subordinate Command
DOIM Directorate of Information Management	**MSO** MANSCEN Safety Office
DOL Directorate of Logistics	**NET** No earlier than
DOTD Directorate of Training Developments	**NLT** No later than
DPTM Directorate of Plans, Training and Mobilization	**OIP** Organizational Inspection Program
DPW Directorate of Public Works	**OIS** Office of Intelligence and Security
EOP Equal Opportunity Program	**P** Needs practice
FLW Fort Leonard Wood	**PBO** Property Book Officer
FM Field Manual	**PDF** Portable Document Format
GLWACH General Leonard Wood Army Community Hospital	**PO** Project Officer
HHC Headquarters and Headquarters Company	

POC
Point of Contact

SAV
Staff-Assistance Visit

SCI
Subsequent Command Inspection

SI
Staff Inspections

T
Trained

TBI
To be inspected

TIG
The Inspector General

TRADOC
United States Army
Training and Doctrine Command

U
Untrained

USACMLS
United States Army Chemical School

USAES
United States Army Engineer School

USAIGA
U.S. Army Inspector General Agency

USAMPS
United States Army Military Police School